

Middle School Initiative

**PART I
COVER SHEET**

CAP 5 SEMESTER 2 WEEK 11

COURSE: Operations Officer Leadership Laboratory, Achievement 14

LESSON TITLE: Management Principles: Controlling

LENGTH OF LESSON: 50 Minutes

METHOD: Lecture - Discussion

REFERENCES: *Leadership: 2000 and Beyond*, Volume III, Chapter 13

AUDIO/VISUAL AIDS/HANDOUTS/ACTIVITY MATERIAL(S): None

COGNITIVE OBJECTIVE: The objective of this lesson is for each cadet to understand the management principle of controlling.

COGNITIVE SAMPLES OF BEHAVIOR: Upon completion of this lesson, each cadet will have learned about the management principle of controlling and how to use it.

AFFECTIVE OBJECTIVE: N/A

AFFECTIVE SAMPLES OF BEHAVIOR: N/A

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PART II TEACHING PLAN

Introduction

ATTENTION: Good afternoon and welcome to your final class on the Principles of Management.

MOTIVATION: *"To get the best out of your men, they must feel that you are their real leader and must know that they can depend on you."*

- General of the Armies John J. Pershing

OVERVIEW: Today, you will learn about the final principle of management - controlling. We will also briefly review the entire concept of management.

TRANSITION: Let's get started.

Body

MP 1 Several weeks ago we were in a class on the management principle of directing. In that class you learned that directing was the lead step in the action process of management. This first step is what you do to get the unit moving towards the planned objective. Up to that point, you were involved in the pre-action phases of planning, organizing, and coordinating.

The pre-action phases of planning, organizing, and coordinating gave you the opportunity to select and develop the best course of action to accomplish your mission objective, assignment of adequate resources - people and things - to do the job, and coordinate the proposed actions with all affected parties. Thorough pre-action preparation should eliminate most adverse actions that would affect the actual implementation of the plan.

Although your plan has been well thought out, there is always the possibility that something during the action phase may cause the plan to be altered. Be flexible enough to cope with the changing situation and modify your plan accordingly.

MP 2 The second part of the action phase is the process of controlling. This process asks a few questions to aid you in the directing process. These questions might be: "Did I get the results I wanted?" "Is the operation going according to the plan?" "If not, why not, and what must I do to correct the problem?"

Controlling provides the formal measurement and analysis of actions at predetermined checkpoints. To perform this function, standards must be established that are consistent with the

unit's goals or objectives. Next is to inspect the unit and evaluate the results, looking for any deviations that need correction. Finally, action is taken to correct these deviations.

MP 3 Let's take a look at these actions more closely. First is to establish a standard. Each of us is quite aware of the policies established in the Civil Air Patrol Uniform Manual about grooming and proper wear of the cadet uniform. These standards are the guide by which we all inspect each other to assure that we meet those standards.

We, therefore, have a measuring tool to guide and evaluate our unit in attaining an established standard. Another standard for this program is the drill and ceremonies manual. You strive to attain the standards established in that manual while on the drill pad.

The next function in the controlling process is to detect the deviations that violate the standards. There is no set time that we will detect a deviation, it just happens and we must judge how bad it is. If the deviations set a trend, based on data collection, we now have a means to measure the deviations and establish some reasoning behind them.

Once we have analyzed the deviations and found the causes for them, we can then apply some corrective action to bring the persons causing the deviations back towards the established standard. The case of Cadet Jones comes to mind here. This was but a single violation of a standard plan that we all know about. Did we utilize all the management principles and processes contained in each one of them to get this cadet back up to speed in the cadet program?

The controlling process is one of great concern in a volunteer organization, such as Civil Air Patrol or the American Red Cross. We have certain rules that govern our functions that some people just do not want to abide by, so they violate them. These violations, if left unchecked, could become a matter that might jeopardize life or limb. It becomes our individual responsibility to assure that this type of deviation is immediately corrected.

Controlling does not always create a negative effect. Good controlling, through mutual understanding and proper training, will aid the unit in achieving its goals, without dissent among the workers. Each person, being aware of the controls required to do the job, will probably be more critical of their own actions if they become aware of deviations created by themselves.

MP 4 As a CAP cadet officer, your knowledge of these functions of management can mean the difference between success and failure in your endeavors. If you use good communication, understand the strengths and weaknesses of your people, and have the ability to apply these principles of management, you will become an effective leader.

Conclusion

SUMMARY: Controlling is deciding if an action is carrying out a predetermined plan and periodically checking to see that it does. You have established standards that are checked for

deviations and if there are some, a method by which they are corrected. This is the act of controlling.

REMOTIVATION: *"Good NCOs are not just born--they are groomed and grown through a lot of hard work and strong leadership of senior NCOs."*

- William A. Connelly
Former Sergeant Major of the Army

Those words, spoken by Sergeant Major Connelly, could also be applied to you as cadet officers of the United States Air Force Auxiliary.

CLOSURE: This completes your course on the "Dynamics of Management Principles." I certainly hope that you can apply these principles as you continue to grow within our program. Assure that you have completed the chapter review exercise and are working on your staff duty analysis. Class is dismissed.

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**PART III
LESSON REVIEW**

LESSON OBJECTIVE(S): The purpose of this lesson was for each cadet to understand the management principle of controlling.

LESSON QUESTIONS: None